

ANALYSIS OF EMOTIONAL INTELLIGENCE OF BANK EMPLOYEES IN DEHRADUN DISTRICT: A COMPARATIVE STUDY OF PRIVATE AND PUBLIC SECTOR BANKS

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ABSTRACT

Emotional Intelligence (EI), unlike Intelligent Quotient (IQ), is important for managerial success and competencies. It will help to (a) enhance communication abilities, (b) fix along with other people, (c) build group, and (d) handle conflict. Not only do many people spend the most significant portion of our daily life in the office but our individuality, self-esteem, and wellbeing are influenced by our job experiences. It's been reinforced by management leaders of the planet that individual and social competencies are critical for self-awareness, compassion, and confidence which could improve productivity and satisfaction. The office is the setting for the marketing of those competencies that are a mixture of Emotional Intelligence. It's evident that there is a connection between the skills and productivity of workers. World have started to recognize the significance of this connection and emphasis is directed to boost the workers' emotional intelligence. At work, this capacity can improve people skills and communication. It is crucial to know what intelligence is, how it can be utilized to improve satisfaction and productivity, as well as his lifetime, may turn around. It is crucial to produce HR Managers.

KEYWORDS: *Emotional Intelligence, Productivity at Workplace, Optimism, & Empathy*

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INTRODUCTION

RATIONAL OF THE STUDY

EI is regarded as the most crucial determinant of success in professional and private life among human beings. Emotional Intelligence Quotient is described as a group of competencies demonstrating that the ability one has to handle them based on the circumstance and to comprehend behaviors, moods, and impulses. Ordinarily, "emotional intelligence" is deemed to involve psychological empathy; focus to, and discrimination of a person's emotions; true recognition of one's own and others' moods; disposition control or management over emotions; reaction together with appropriate (elastic) emotions and behaviours in different life situations (particularly to stress and challenging situations); and balancing of frank expression of emotions contrary to anyway, attention, and respect (i.e., ownership of great social skills and communication abilities). Over the previous several decades, studies on intellect have largely concentrated on the adaptive usage of cognition. With the advent of the 21st century, a dimension that's currently regarded as an element for success than intellect was added by the human brain. This can be called Emotional Intelligence (EI) and quantified as Emotional Quotient (EQ). With this background, the present study focuses on identifying the emotional intelligence among the employees working in the banking industry. Accessibility of the researcher with some selected private and public sector banks located at Dehradun has

motivated to select them as a sample of the proposed study.

LITERATURE REVIEW

Traditionally, neglect (Eriksson, 2004), avoidance (Turnbull, 1999), absurd and negation (Fineman, 1993), fatigue and inability to restrain oneself happen to be seen in psychological topics within organizational life. Lately, function of emotions in the office has begun to exert favorably through telltale scholars (Fineman, 1997; Domagalski, 1999; Turnbull 1999; Fisher & Ashkanasy, 2000; Short and Weiss, 2002; Jordan and Troth, 2002). "feel" of coordinating (Fineman, 1993) and enterprise influences on person's thought, feeling at work (Short & Weiss, 2002), belong to emotion supposition (Fineman, 1993). Organisations are places where feelings matured are handled or eliminated. Feelings are considered irrelevant to occupation action but feelings get in the way of powerful functionality (Fineman, 1996).

Many studies which have focused on emotion at the offices have claimed that businesses are "psychological areas" (Armstrong, 2000), "incubators of feelings" (Muchinsky, 2000) or even "psychological arenas" (Fineman, 2000) and it arouses uncertainty and commotion (French, 2001). That's to say, few studies have focused on how feelings have experimented at the office (Pekrun & Frese, 1992), including organization psychic strain and anxiety (Fineman, 2000). Since feelings and emotions are in the crux of the human experimentation (Muchinsky, 2000), the very temperament of their "organization" of performing pertain to what people do with their senses (Fineman, 1993).

Emotional intelligence (EI) describes the capability to comprehend, control, and assess emotions. Some investigators indicate that emotional intelligence can be learned and fortified, although other claims it's an intrinsic characteristic. Even though the content and strategy of each evaluation vary, Numerous testing tools are designed to measure intelligence.

Emotional Intelligence And Job Performance Among other matters / intentions, organizations are places where folks are "coordinated" to do the job. To the extent which the work demands connections among people, emotions like anger, anger, and anxiety are in facilitating collaboration indispensable. Employees that are "smart" in their feelings will, consequently, be more efficient and effective in their interactions with all the job environment and using their co-workers. Topics such as competencies such as compassion skills, stress management, and acumen concentrated on in development and training programs or were not quantified in the selection procedure. All these are.

For example, Group says that salespeople were found by a single analysis of 44 Fortune 500 firms EQ generated the earnings of those who have average or below average scores. In a different study, technical developers demonstrating the very best 10 Percentage of emotional intelligence proficiency were growing applications three Times faster than people with competency.

The success stories were found by research. A Fortune 500 firm in financial services established their elevated EQ salespeople generated than the EQ salespeople. 1 study quantified the productivity gap between their scoring intelligence workers and their scoring intelligence workers was 20 times. In reducing turnover within their own turnover sales 26, A Texas-based Fortune 500 Company had used character tests for candidate choice. After turning into a mental intelligence-based selection evaluation and EQ coaching and development application, they raised retention by 67 percent in the first year, they calculated additional \$32 million into their bottom line in decreased turnover costs and improved sales revenues. A public bank which reduced staff because of the economy evaluated the workforce due to their emotional

intelligence competencies, put them in the function that was ideal for all those competencies, and the lender is presently generating more with fewer people.

In a study, data from over 30 distinct behaviors from mining, banking, geology, earnings, and healthcare industries reported numerous emotional intelligence competencies, qualities like success drive, creating others, adaptability, sway and self-confidence distinguished leading performers from ordinary ones (McClelland, 1998). Emotional intelligence may lead to function efficiency (as reflected in wages, wages growth, and business rank) by allowing people to cultivate positive relationships on the job, work efficiently in groups, and build social capital. Intelligence enhances work performance by allowing individuals to control their emotions in order to function under stress to cope with stress and adapt to change. A research on 100 bank personnel by Manila University (cited in Singh, 2001) revealed that intelligence quotient scores were almost unrelated to project performance whereas psychological quotient score accounted for 27% of project performance. Bhalla and Nauriyal (2004) reported in their research that emotional intelligence is an element that's potentially beneficial in predicting and understanding human performance on the job. They reported that intelligence is crucial in Indians intelligence may result in a considerable gain in productivity and because they have connection desire.

Lyons and Schneider (2005) analyzed the connection of ability-based psychological intelligence aspects with performance under pressure. The writers anticipated whereas reduced intelligence amounts would boost performance and hazard evaluations levels of intelligence would encourage functionality and challenge assessments. The authors discovered that some intelligence measurements were associated with performance after controlling for ability, demonstrating validity, and that specific dimensions of intelligence were associated to challenge and improved functionality.

Cumming (2005) She analyzed the relationship between emotional intelligence aspects and office performance. Her study's results implied a connection exists between intelligence and office performance. In the event of variables and intelligence, no substantial relationships were found between occupational classes, psychological and era intelligence, sex and psychological intelligence and intelligence, neither between intelligence and schooling.

Côté and Miners (2006) analyzed the connection between emotional intelligence, cognitive wisdom, and project performance. Topics were administrative 175 managerial, and professional workers of a public university. Outcomes found that intellect moderated the connection between job performance and emotional intelligence. Results implied that danger is entailed by utilizing intelligence tests to predict job performance if they have intelligence because workers with cognitive intellect can function.

Among the research on functionality involved 1,171 United State Air Force recruiters' potency. These recruiters were broken up into high-performing groups (people who met or exceeded 100 percent of the recruitment goals) and non - performing classes (people who fulfilled less than 80 percent of the recruitment goals). A quotient was administered into the recruiters, as well as the results suggested the quotient instrument called 28 percent of the variance. The quotient correctly classified 81% of those recruiters at the high- low-performing and acting groups. Moreover, recruiters with elevated levels of emotional intelligence had a higher capacity to put recruits in places that closely matched their expertise and abilities (Bar-On, Handley and Fund, 2006). Shanker and Sayeed (2006) conducted a study on 139 managers operating in a variety of associations in Western India. The study's objective was to establish a connection between managers and supervisors' professional advancement. The scores on several different dimensions of intelligence were correlated with

growth indicators of supervisors, conceptualized concerning the variety of the job achievement as well as promotions achieved. The premise that the managers would often achieve development that was better than people who are emotionally smart was supported by the findings.

Khokhar and Kush (2009) in their analysis clarified the operation of executives on various levels of emotional wisdom and also provided a connection between emotional intelligence and successful work performance. T-tests for separate groups were utilized to assess the difference between classes. This study's findings revealed that executives with greater brains showed the quality of work performance when compared with their counterparts. Emotional intelligence has been found to be a significant moderator in various other workplace outcomes like job commitment, team building, positive work culture, etc.

Cooper (1997) analyzed that adulthood can be connected to the way employees feel about their occupation, coworkers and business. He discovered that having workers is brain power, not intelligence quotient, or that intelligence underpins a number of many organizations, their choices and fulfilling career span. A study at the 10 firms recorded that enhancement of intelligence of this member's generated work culture.

Kulshetra and Sen (2006) researched the subjective wellbeing in connection with mental intelligence and locus of control among executives. They ran research on 150 executives of distinct project strata of Hero Honda Motor Ltd... The study's outcomes demonstrated that intelligence and locus of control have a correlation with well. Issues with high intelligence and scored low on affect and inner locus of control felt high. Lopes, Grewal, Kadis, Gall, and Salovey (2006) analyzed the connection between emotional intelligence and office outcomes of 44 analysts and clerical workers from the finance division of a Fortune 400 insurer. Results demonstrated that elevated employees held a business rank that was greater compared to their counterparts and received merit gains that were higher. These workers obtained / or manager ratings of pressure tolerance and facilitation and peer-reviewed. Intelligence was depicted by the results and significantly associated with learning. The findings have implications for management of individuals towards maintaining and developing learning.

Salami (2008) investigated the associations of demographic variables (age, marital status, sex, job postings, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to the organizational dedication of industrial employees. Participants were 320 workers (170 males, 150 females) randomly chosen from 5 services and 5 production companies in Oyo State, Nigeria. The results demonstrated that work-role salience, intelligence, achievement motivation, job satisfaction and most of the variables except sex significantly predicted the dedication of the employees.

OBJECTIVES OF THE STUDY AND RESEARCH METHODOLOGY

Following a comprehensive Insight to the comprehensive and varied literature, and accepting leads The goals, research was to quantify the Emotional Intelligence of these Workers working in certain banks Of public and private sector. Another goal was to identify the Elements of Emotional Growth requirements. And associate and attempt have been made to compare Bank employees' Emotional Intelligence using their General Performance.

It was hypothesized that emotional intelligence of employees does not differs significantly across the private and public sector bank in the Dehradun region. To achieve the stated objective data were collected using a questionnaire.

On the basis of a review of the literature and past studies, the variables of emotional intelligence were developed. Likert scale ranging 1 to 5 was used to assess the level of emotional intelligence of the employees working in some selected private and public sector banks in Dehradun, the state capital of Uttarakhand. The data was collected personally using questionnaire. A total of 70 respondents were used for the study (35 from public sector banks and 35 from a private sector bank). The data collected from the questionnaires were coded and fed in SPSS software. The tools used such as Chi-square test, such as data analysis methods, and one-way ANOVA, which are powerful tools to construct a connection between factors, are utilized in this study. 1 way ANOVA was performed to evaluate those 2 groups of employees' intelligence, "The ANOVA was performed to establish if there was a difference in the sense of different intelligence of the workers one of the 2 groups. Table 1 presents the demographic characteristics of respondents

Table 1: Demographic Characteristic of Respondents

Category	Description	Private Sector Employees	Percentage	Public Sector Employees	Percentage
		Total 35	100	Total 35	100
Age Wise Classification	Below 35 Years	7	20	8	22.8571429
	36-45 Years	20	57.14286	23	65.7142857
	46-55 Years	6	17.14286	4	11.4285714
	Above 55 Years	2	5.714286	0	0
Education Qualification	Graduate	4	11.42857	5	14.2857143
	Post Graduate	17	48.57143	18	51.4285714
	Professional Qualification	12	34.28571	9	25.7142857
	Others	2	5.714286	3	8.57142857
Marital Status	Married	21	60	27	77.1428571
	Unmarried	14	40	8	22.8571429
Period of Association with present position	1-2 years	2	5.71428571	0	0
	2-3 years	18	51.4285714	15	42.8571429
	3-4 years	13	37.1428571	17	48.5714286
	4-5 years	1	2.85714286	2	5.71428571
	above 5 years	1	2.85714286	1	2.85714286
Work Experience	UP to 2 years	2	5.71428571	2	5.71428571
	2-5 Years	31	88.5714286	18	51.4285714
	5-10 years	2	5.71428571	13	37.1428571
	10-15 years	0	0	1	2.85714286
	above 15 years	0	0	1	2.85714286
Size of Organization	Less than 25 employees	2	5.71428571	2	5.71428571
	25-50 employees	14	40	31	88.5714286
	More than 50 employees	19	54.2857143	2	5.71428571

The intellect of this lender Workers. The subjects of this study were the employees of different Level of private sector bank and public. The demographic qualities of the employees are Accordingly, 20%, 57.14286%, 17.14286%, and 5.714286%, respectively are in the age group of Below 35 Decades, 36-45 Decades, 46-55 Decades and Above 55 Years on the other hand 22.8571429percent 65.7142857% and 11.4285714% employees are at the age category of Below 35 Years, 36-45Years, and 46-55 decades. 63% of the Participants of private sector banks are a married group at which 77% of public Sector banks workers are wed. The vast majority of the respondents of the banks are highly educated. The information about the period associated with present position and work experience indicates that employees of private sector banks are younger and less experienced as compared to public sector bank. The sample includes those banks are having more than 25 employees working together.

The short form of scale developed to measure emotional intelligence. All queries are answered using a Likert scale where 5 means "Strongly agree" and one implies "Strongly disagree". All the independent variable were grouped into four factors as follows; self-awareness, empathy, self -motivation, self-control. The composite mean of all the factor across the public and private sector bank was calculated by using SPSS software and is presented in table 2.

Table 2: Mean of Emotional Intelligence Factor Across Private and Public Sector Bank

Nature of Organization	Self-Awareness	Empathy	Self Motivation	Self-Control
Private	3.4714	3.7071	3.4286	3.6000
Public	3.6429	3.8786	3.7500	3.9857
Total	3.5571	3.7929	3.5893	3.7929

The above table indicates the mean of Emotional intelligence Factor across Private and Public Sector Bank, which shows that Emotional intelligence of the employees of the Public Sector Bank is higher than the Private Sector Bank employees.

Table 3: One Way ANOVA Across the Public and Private Sector Bank

			Sum of Squares	df	Mean Square	F	Sig.
Self-Awareness * Nature Of Organization	Between Groups	(Combined)	.514	1	.514	1.580	.213
	Within Groups		22.132	68	.325		
	Total		22.646	69			
Empathy * Nature Of Organization	Between Groups	(Combined)	.514	1	.514	3.221	.077
	Within Groups		10.857	68	.160		
	Total		11.371	69			
Self Motivation * Nature Of Organization	Between Groups	(Combined)	1.808	1	1.808	8.024	.006
	Within Groups		15.321	68	.225		
	Total		17.129	69			
Self-Control * Nature Of Organization	Between Groups	(Combined)	2.604	1	2.604	18.849	.000
	Within Groups		9.393	68	.138		
	Total		11.996	69			

The ANOVA analysis conducted revealed that there are statistically significant ($p < .05$) differences in emotional intelligence levels of employees across the public and private sector bank (Table 3). This difference is particularly significant in self-motivation and self-control as the calculated value of F ($v_1=1$ and $v_2=69$ at 5 % level of significance). Self motivation factor's $F(\text{calculated}=8.024) > F(\text{tab}=3.92)$ and Self control factor's $F(\text{calculated}=18.849) > F(\text{tab}=3.92)$. This suggests that there is a significant difference in the means of the groups. It is seen from the above table that the calculated value of F is less than the tabulated value at $v_1=1$ and $v_2=69$ at 5 % level of significance in case of Self-awareness and Empathy. Hence it is concluded that there is no significant difference in the means of Self-awareness and Empathy factor across the employees of public and private sector banks.

Table 4: Mean of Emotional Intelligence Factor Across the Employees of Various Level of Experience

Work Experience	Self Awareness	Empathy	Self Motivation	Self Control
Upto 2 years	3.5000	4.0000	3.5625	3.8125
2-5 Years	3.6327	3.7500	3.4847	3.8010
5-10 years	3.3833	3.8333	3.7500	3.7667
10-15 years	3.5000	4.2500	3.7500	3.5000
above 15 years	2.7500	4.0000	3.7500	3.7500
Total	3.5571	3.7929	3.5536	3.7893

As we see from table(4) that the mean of empathy (4.25) has scored highest among the employees having a service experience ranging 10-15 years, at the same time it is seen that the mean of empathy has scored highest among all the factors listed.

Table 5: One Way ANOVA Across the Public and Private Sector Bank

		Sum of Squares	Df	Mean Square	F	Sig.
Self-Awareness * Work Experience	Between Groups(Combined)	1.400	4	.350	1.071	.378
	Within Groups	21.246	65	.327		
	Total	22.646	69			
Empathy * Work Experience	Between Groups(Combined)	.538	4	.135	.807	.525
	Within Groups	10.833	65	.167		
	Total	11.371	69			
Self Motivation * Work Experience	Between Groups(Combined)	.247	4	.062	.238	.916
	Within Groups	16.883	65	.260		
	Total	17.129	69			
Self-Control * Work Experience	Between Groups(Combined)	.280	4	.070	.388	.816
	Within Groups	11.716	65	.180		
	Total	11.996	69			

The ANOVA analysis demonstrated that the value of F is less than the value at $v_1=1$ and $v_2=69$ in 5 percent level of importance in the event of Empathy Motivation and Self Awareness and Self Control. Therefore it's concluded that there's not any difference in the resources of psychological intelligence variable across private and public sector banks of expertise level's workers.

REGRESSION ANALYSIS

In data, regression analysis is a statistical procedure for estimating the relationships among factors. It features many methods for modeling and assessing several factors, once the attention is on the connection between a dependent factor and a couple of independent factors. A regression analysis to be able to show the association between the intelligence of their work experience and workers. The analysis concluded that there's a significant ($p=000$) connection between the variables of emotional wisdom and work experience and almost 31.2 percent of the shift in work experience could be clarified with emotional intelligence (Table 6). Among variables, Self Motivation is the only most powerful work experience ($\beta=,212$, $de=,098$). Whereas self-recognition is exceptionally significant work experience however, it's a negative effect ($\beta=-,237$, $p=,118$).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 ^a	.078	.022	.63391

a. Predictors: (Constant), self control, empathy, self motivation, self awareness

Table 6: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.494	1.409		1.061	.293
	Self awareness	-.237	.150	-.212	-1.586	.118
	Empathy	-.007	.196	-.004	-.034	.973
	Self Motivation	.312	.186	.212	1.679	.098
	Self Control	.131	.249	.071	.526	.600

a. Dependent Variable: Work Experience

Implications of the Study

As the study reveals out, that self-motivation and self-control are the variables which determine the difference of emotional intelligence amongst employees in Private and Public Sector Banks. This signifies that employees should be constantly self-driven with maximum control to maintain emotional intelligence.

A bank should be aware of the emotional intelligence and how they should take into account the various elements of emotional intelligence for improvement in the performance.

Further, it will help the banks to develop their employees which will improve the bank's performance.

Importance of this Study to Practicing Managers

The study can be of great benefit to the practicing managers by focusing on self-motivation and self-control which in return will improve the emotional intelligence of the employees. This will ensure that employees with higher emotional intelligence will have greater mental health along with extraordinary performance which will result in the development of potent leadership skills. By these personal traits, they will improve the output or productivity of the employee and again this will help the organizations to achieve their goals on time with minimum costs.

CONCLUSIONS

The significance of Emotional Intelligence is being acknowledged These days, as well as the amount of research, is growing. This research studies the psychological intelligence level, psychological intelligence differences of workers working in private and public sector banks in Dehradun (INDIA) based on their demographic attributes as well as the association between emotional intelligence and work experience. For this purpose, data was gathered from workers using a questionnaire form ready using a scale based on the 31., working in banks with working experiences. Characteristics like age could have an impact on intelligence amounts. In creating emotional intelligence among 20, Anyway elements, like workers work experience affect a great deal. It is seen that the research conducted develop unique results and it's becoming hard to make generalizations. The analysis concluded that there's a substantial connection between the variables of emotional wisdom and work experience and almost 31.2 percent of the shift in work experience could be clarified with

emotional intelligence among variables itself motivation is getting the most impact on the job experience. Whereas self-recognition is getting a work experience, however, it's a negative effect. When we consider the amount of factors having an influence on the levels of intelligence and their kind of effect, it's apparent that by using factors conducting research at various areas is essential. This analysis will lead to the literature in this context.

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